



Implementation Training

Course Objective

To form an EWP Core Team and teach them the principles of EWP and how to implement the principles to identify, evaluate, and improve the work requesting/planning/execution process.

EWP

Enhanced Work Planning

EWP is *NOT* the process which plans the actual work, but *IS* the process that evaluates and improves the program by which we manage the planning and execution of work.

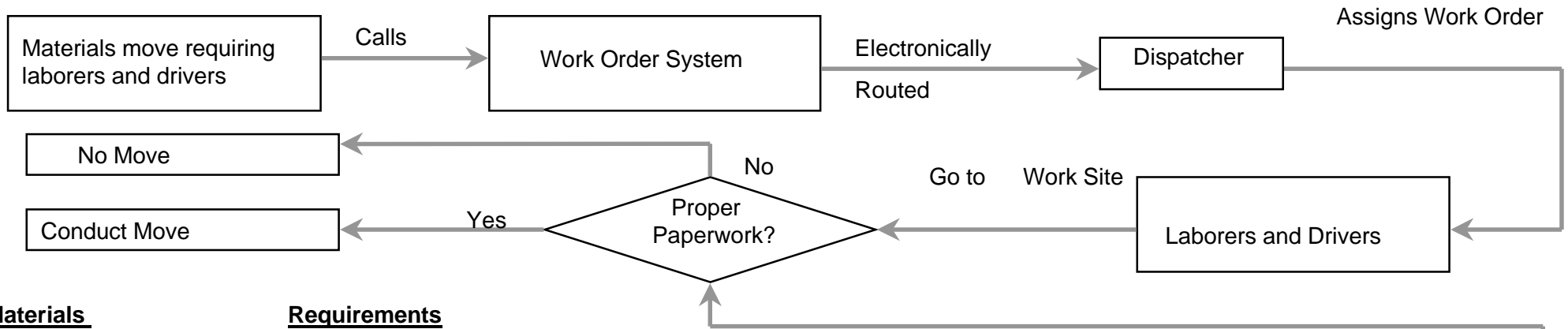
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Course Goal

As a result of this training, you will be better able to understand the function and purpose of the Core Team, your role on the Core Team, and your roles and responsibilities for implementing the EWP process.

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Roles and Responsibilities “AS-IS” Work Flow



Materials

1. Excess Property

Requirements

-Radiological tag

-Material transfer tag

-Property transfer forms

-High Risk review form

-Property/waste release form

2. Chemical Waste

-Chemical waste disposal form

3. Radioactive Waste

-Low level waste form

-Approved Packaging

4. Energetic Materials

-Decontamination tag

-Material transfer tag

5. Records

-Records transfer form

6. Office move

-Approved by Space Manager

-Telephone move request

-Mail station change form

-Computer move request form

-Accountable property transfer

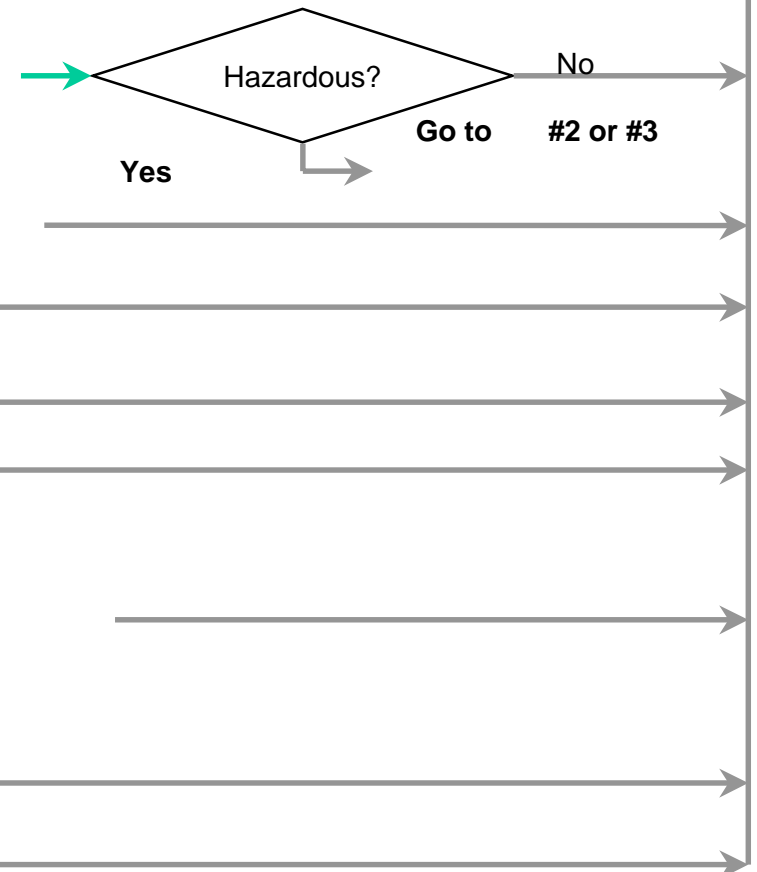
7. Drums

-Bar Code ID

-Drum transfer form

8. Security Safe

-Security notification

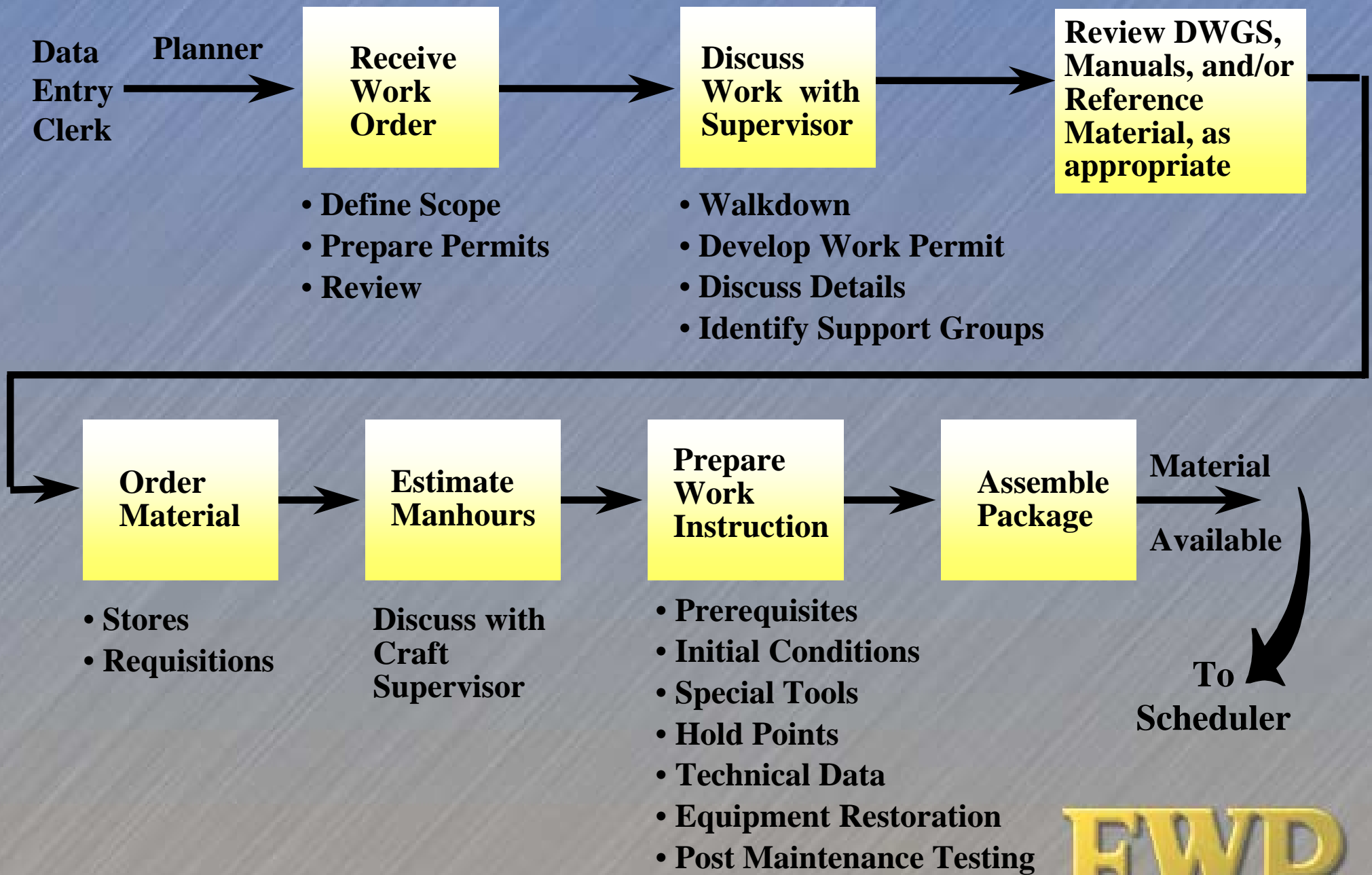


Implementation Process

- Perform “AS IS” review
- Determine strengths and weaknesses
- Determine whether process enhancements are warranted
- Set goals and develop performance indicators
- Benchmark current process against work processes at other site/facilities
- Determine “SHOULD-BE” process
- Develop implementation plan
- Implement enhancements
- Evaluate effect of process changes
- Closure

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Case Study “AS-IS” Work Flow



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Team Development Stages

- **Forming**
- **Storming**
- **Norming**
- **Performing**

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Team Effectiveness Factors

- **Goals and Objectives**
- **Utilization of Resources**
- **Trust and Conflict Resolution**
- **Leadership Effectiveness**
- **Team Control and Group Interaction**

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Team Effectiveness Factors

(continued)

- **Interpersonal Communication**
- **Problem Solving/Decision Making**
- **Experimentation/Creativity**
- **Evaluation**

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Implementation Plan Barriers

Resistance to change

- * Obtain management support at all levels
- * Communicate goals and objectives
- * Form process improvement task team and include biggest antagonists
- * Recognize that not everything is broken
- * Make no assumptions on workforce skill level
- * Explain need for continuous improvement

Communication

- * Clearly identify and communicate intent and expected benefits of the new system
- * Provide early orientation on EWP process to site personnel

Management support

- * Solicit high-level management sponsorship as well as line-management support
- * Obtain contractor management and operations office support

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Implementation Plan Barriers

Worker buy-in



- * Obtain management support at all levels
- * Recruit an “experienced leader” to oversee the new system
- * Identify and involve workers early in the initiative
- * Formalize worker involvement through the work management system

Site culture



- * Keep the development team together and functioning throughout implementation
- * Proceduralize enhancements
- * Establish ground rules for core team that promote trust

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Implementation Plan Barriers

Organizational complexity



- * Ensure “work stoppers” are part of the core team
- * Ensure effected organizations are represented as the EWP teams

Organizational changes



- * Ensure that required organizational changes are clearly identified, proposed early in the development stage, and implemented prior to implementation of the new system
- * Avoid initiating EWP program during reengineering or reorganizations
- * Conduct informal meetings with the new “responsible managers” to discuss problems and determine solutions

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Implementation Plan Barriers

Training

- * Conduct overview and detailed training to all directly affected personnel using recognized subject matter experts
- * Develop training strategies for use of new tools
- * Provide EWP Team Training

Ownership

- * Identify initiative schedule with turnover target dates
- * Identify goals and related performance measurements early in the process
- * Provide “hands-on” training to personnel directly impacted by the change and general training to all others

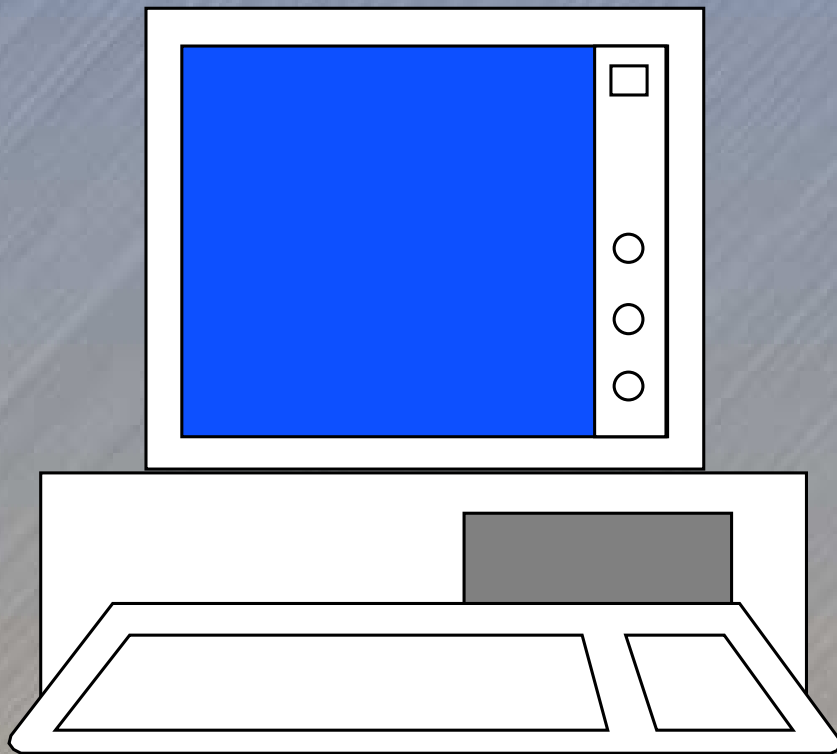
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EWP Training:

<http://cted.inel.gov/cted/ewp/training.html>

EWP Home:

<http://tis-nt.eh.doe.gov/wpphm/ewp/devkit.htm>



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EWP Institutionalized Communication

- Home Page
- Curriculum
- Teleconferences
- “Cross Pollination Document”
- Meetings and Workshops
- Assistance

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Skill-of-Craft



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Performance Indicators

Disciplined Approach for measuring progress towards meeting goals.

They help to understand, manage, and improve processes and measure the impact of changes to determine the need for additional improvements.

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Non-DOE Performance Indicators

- **Billy Smith- Third Base**

Year	Average	Home Runs	Triples	Doubles	Total Hits
1988	.241	5	0	4	19
1989	.250	3	0	5	24
1990	.300	15	1	20	86
1991	.320	26	0	17	125
1992	.295	19	0	15	119
1993	.340	36	2	22	165
1994	.330	31	1	24	180
1995	.315	39	0	19	160

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